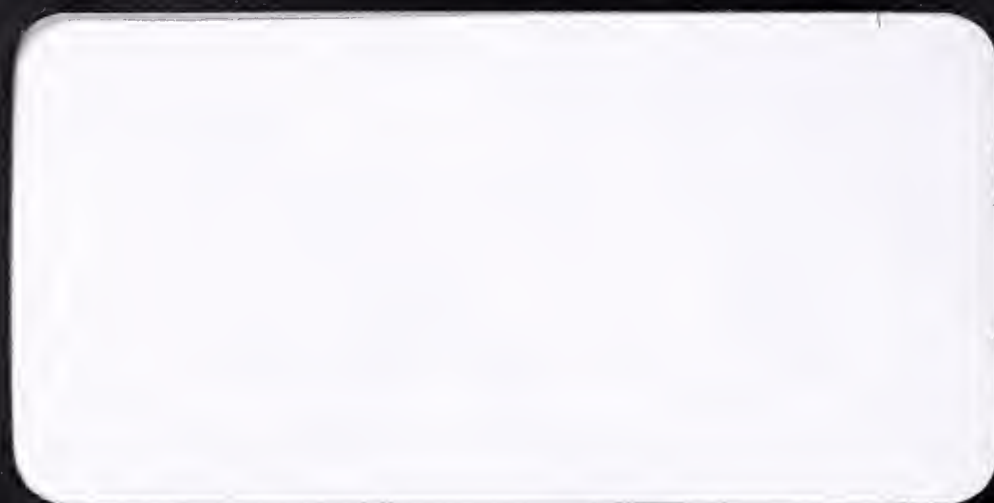


IBM Sacramento Trading Area
Regional Market Analysis,
Phase II

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IBM Sacramento Trading Area
Regional Market Analysis,
Phase II

Local Government, Agriculture,
and Food Processing Sectors

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TRADING AREA REGIONAL
MARKET ANALYSIS PHASE II

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IBM Sacramento Trading Area
Regional Market Analysis, Phase II
Local Government, Agriculture, and Food Processing Sectors

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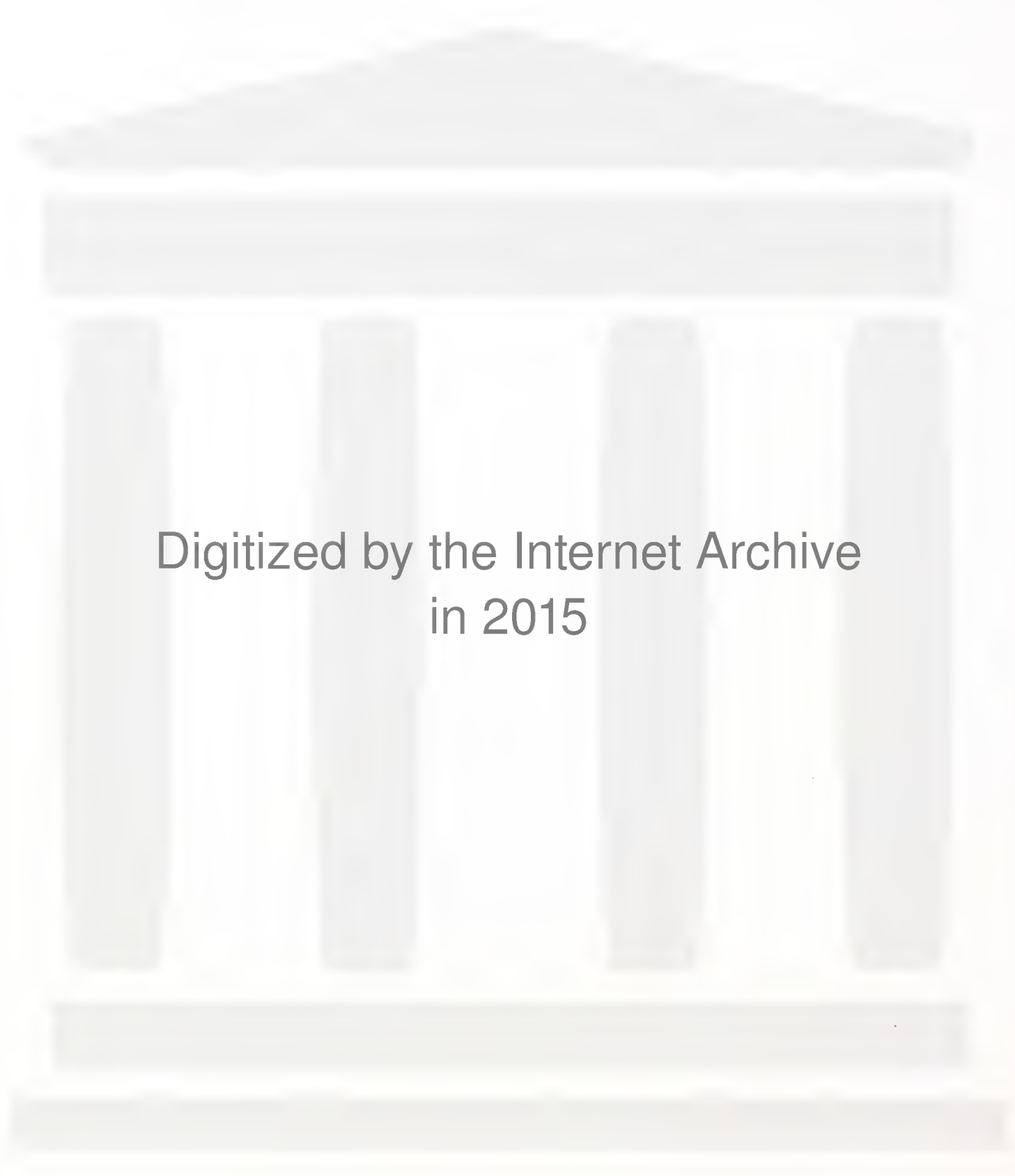
On-Site Presentation

- Introduction and Methodology
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- Analysis of Interviews
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III

Appendixes

- Demographics—Hardware Vendors by Platform
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**IBM Sacramento Trading Area
Regional Market Analysis, Phase II
Local Government, Agriculture, and Food Processing Sectors**

EXECUTIVE OVERVIEW

Introduction

A. Background

In order to expand its penetration in the information services market, the Sacramento Services and Customer Solutions Branch of IBM has sought specific information on services markets and business opportunities in its area of operation.

- A *Phase I* study focusing on market sizes and growth rates for key industries was conducted in August, 1991.
- This *Phase II* study was designed to further refine data on key markets identified in *Phase I*, and, using field research techniques, to identify target product/service opportunities.

B. Objectives

Phase II objectives are as follows:

- Identify specific product/service opportunities in the Local Government, Agriculture, and Food Processing markets
- Validate market sizes and growth rates through specific sampling of high potential prospects
- Verify buying points for significant potential buyers in the trading area

Scope

The geographic scope of the study was limited to the Sacramento Trading Area, defined in *Phase I* as the following twelve counties:

- Sacramento, Placer, Stanislaus, Tulare, Kern, Merced, San Joaquin, Yolo, Shasta, Sutter, Fresno, and El Dorado counties

The product/service offerings examined included:

- Professional services, systems integration, systems operations, network services, processing services, applications software, and turnkey systems

Vertical markets covered were those identified in *Phase I* as key segments for further study:

- Local Government
- Agriculture
- Food Processing

Methodology

The *Phase II* study is based on demographic analysis of pre-existing computer site data, and field research consisting of telephone interviews of IS managers. An on-site review of these *Phase II* results will be conducted at IBM's offices in Sacramento.

Components of the demographic analysis and field research are outlined below.

A. Demographic Analysis

- **Site Selection** - Computer Intelligence (CI) profiles for all sites with 100 or more employees and matching the geographic and industry criteria outlined in the **Scope** section above were selected. The resulting sites were split fairly evenly among the three industry segments:

Demographic Analysis - Site Totals

Local Government	50
Agriculture	50
Food Processing	<u>47</u>
	147

- **Analysis** - Each industry group was analyzed in terms of market potential indicators such as the size of computing sites (employees and revenue), and computing resources (high-level platform, MIPs, and workstation counts).

B. Field Research

- **Interviews** - INPUT's standard regional market analysis questionnaire was modified to fit IBM Sacramento's needs, and high potential user sites from the CI sample were interviewed. A larger number of interviews were conducted of Local Government sites because this segment showed higher information services market potential than the Agriculture and Food Processing industries.

Field Research - Interview Totals

Local Government	16
Agriculture	5
Food Processing	<u>5</u>
	26

- **Analysis** - Interview findings were tabulated and analyzed to further refine market growth trends and identify product/service opportunities.

Conclusions - Demographics

A. Sites, Revenues, and Headcount

All three industry groups were found to be quite similar in terms of number of sites, revenues, and employee headcount:

- Number of sites (of 100 or more employees): approximately 50 each
- Revenues/operating budgets: clustered in the \$10-50 million range
- Employee headcount: clustered in the range of 100-500

B. Trading Area Characteristics

Observations are as follows:

- A few medium-to-large organizations; lots of small IS shops; family businesses (especially agriculture)
- Agriculture/food subject to seasonal business cycles; large number of temporary workers
- Hardware platforms dominated by minis; PC/LAN environments high (approximately 45%) in agriculture
- Low number of mainframes, except in larger local governments, especially counties
- Heterogeneous hardware environments in larger IS operations

C. Computing Resources

The level of computing resources is the main differentiator of the industry groups and an indicator of information services buying potential. The following chart shows significantly more computing resources in local governments than in agriculture or food.

**COMPUTING RESOURCES SUMMARY
DEMOGRAPHIC ANALYSIS SAMPLE**

ITEM	LOCAL GOVERNMENT	AGRICULTURE	FOOD PROCESSING
High-End Platform	Mini 62% Mainframe 26%	Mini 52% PC/LAN 44%	Mini 64% PC/LAN 30%
Average Workstations • Local • Remote	218 196	66 8	55 37
Average MIPs	21	4	3
TOTAL SITES	50	47	50

Conclusions - Field Research

A. Computing Resources

Field research interviews focused on sites with a higher level of computing resources, and presumably, higher services buying potential than the site sample as a whole. Interviews also found a high penetration of local-area networks, especially in local government sites.

**HARDWARE PLATFORM SUMMARY
FIELD RESEARCH SAMPLE**

ITEM	LOCAL GOVERNMENT	AGRICULTURE	FOOD PROCESSING
High End Platform	Mainframe 56% Mini 44%	Mini 100%	Mini 60% Mainframe 40%
Sites with LAN(s)	93%	60%	60%
TOTAL SITES	16	5	5

B. Information Systems Budgets

The field research supported and provided additional details about the market potential in local governments that was indicated in the demographic analysis.

INFORMATION SYSTEMS AND SERVICES BUDGETS
(\$ Millions)

ITEM	TOTAL IS BUDGET	OUTSIDE SERVICES
Local Government	6.1	1.2
Counties Only	13.5	3.0
Agriculture	0.2	0.1
Food Processing	1.7	0.2

C. Information Services Buyers

Interviews showed a high degree of user influence in information services purchases, especially in applications-related areas.

- Applications software and turnkey systems purchases are seen as predominantly joint user/IS decisions.
- Systems integration and professional services purchases are joint decisions for approximately 50% of the sites interviewed.
- IS predominates in systems operations, network services, and processing services purchase decisions.

D. Product/Services Spending

Spending plans indicated conservative budgets for outside products and services, with the majority of sites planning few increases in expenditures over the next three years.

The following chart summarizes market characteristics for key delivery modes.

PRODUCT/SERVICE MARKET TRENDS

DELIVERY MODE	MARKET GROWTH OBSERVATIONS
Network Services, Applications Software, Systems Development	Highest growth expected
Applications Software, Consulting Services, Systems Development	Most vulnerable to cutbacks
Systems Integration	Relatively little activity
Education and Training	Affected somewhat by slow economy, but needed to support technology advances

E. Product/Services Needs

Sites interviewed indicated greatest needs for outside products and services over the next three years in the following areas:

- New applications development (42%)
- Network integration/upgrades (35%)
- Downsizing applications (27%)
- Architectural planning (23%)
- New data base (23%)

Additional opportunities may exist in areas where work is planned, but use of outside resources is not anticipated.

- Applications maintenance (88% need; 12% plan outside services)
- Strategic systems plans (69% need; 19% plan outside services)
- Applications integrations (69% plan; 12% plan outside services)

F. Significant Projects Planned

The most commonly mentioned specific major projects planned fall in the following categories:

Local Government:

- Financial systems (7)
- Criminal justice systems (6)
- Geographic information systems (GIS)(6)
- Network expansion or LAN-based systems (4)

Agriculture/Food:

- Financial systems (4)
- Process manufacturing systems (4)

G. Leading Vendors

Vendor mentions varied widely by delivery mode and from site to site. A detailed exhibit showing leading vendors by delivery mode is in the full report.

- IBM received multiple mentions for Systems Integration and Consulting Services and was the predominant vendor mentioned for Education and Training.

H. Vendor Selection Criteria

The chart below shows the most frequently mentioned primary and secondary vendor selection factors for each delivery mode.

VENDOR SELECTION CRITERIA BY DELIVERY MODE

DELIVERY MODE	PRIMARY FACTOR	SECONDARY FACTOR
Systems Integration	Tech. Expertise	Reputation
Systems Operations	Price	Reputation
Consulting Services	Industry Exp.	Reputation
Systems Development	Industry Exp.	Reputation
Education/Training	Tech. Expertise	Price
Network Services	Tech. Expertise	Price
Processing Services	Price	Price/Tech. Exp.
Applications Software	Functionality	Price
Turnkey Systems	Functionality	Price

Recommendations Build solution packages consisting of complementary offerings in the following areas

- Network services/distributed systems
- Downsizing services
- Applications software
- Applications development and maintenance
- Education and training
- Strategy/architecture (for follow-on opportunities)

Focus on key vertical applications:

- Geographic information systems (GIS)
- Criminal justice/public safety
- Financial systems
- Process manufacturing

Focus on key technologies:

- Imaging (e.g., GIS applications)
- Client/server
- Heterogeneous computing environments
- Downsizing

IBM Sacramento Trading Area

Regional Market Analysis, Phase II
Local Government, Agriculture,
and Food Processing Sectors

Overview

- Introduction and Methodology
- Demographics
- Analysis of Interviews
- Observations
- High-Potential Offerings
- Conclusions/Recommendations

Introduction/Methodology

Research Objectives

Identify specific product/service opportunities in three vertical market sectors: local government, agriculture, and food processing

Introduction/Methodology

Research Objectives

Validate market sizes and growth rates through specific sampling of high-potential prospects

Introduction/Methodology

Research Objectives

Verify buying points for significant potential buyers in the trading area

Scope

Geographic Territory

Core service area: Sacramento, Placer, Stanislaus, Tulare, Kern, Merced, San Joaquin, Yolo, Shasta, Sutter, Fresno, El Dorado counties

Scope

Vertical Markets

- Local government
- Agriculture
- Food processing

Scope

Product/Service Offerings

- Professional services
- Systems integration
- Systems operations
- Network services
- Processing services
- Applications software
- Turnkey systems

Methodology

Demographic Analysis

Based on Computer Intelligence
(CI) site data for the Sacramento
trading area

Methodology

Demographic Analysis

Sample size/breakdown

Industry	Sites*
Local Government	50
Agriculture	50
Food Processing	47
Total	147

*Sites with ≥ 100 employees

Methodology

Demographic Analysis

Focus on revenues, employees,
platform demographics, and
computing resources

Methodology

Interviews

Sample size/breakdown

Industry	Interviews
Local Government	16 [*]
Agriculture	5
Food Processing	5
Total	26

^{*}High-potential market sector

Methodology

Interviews

Used INPUT's regional market analysis questionnaire, modified for IBM Sacramento's analysis

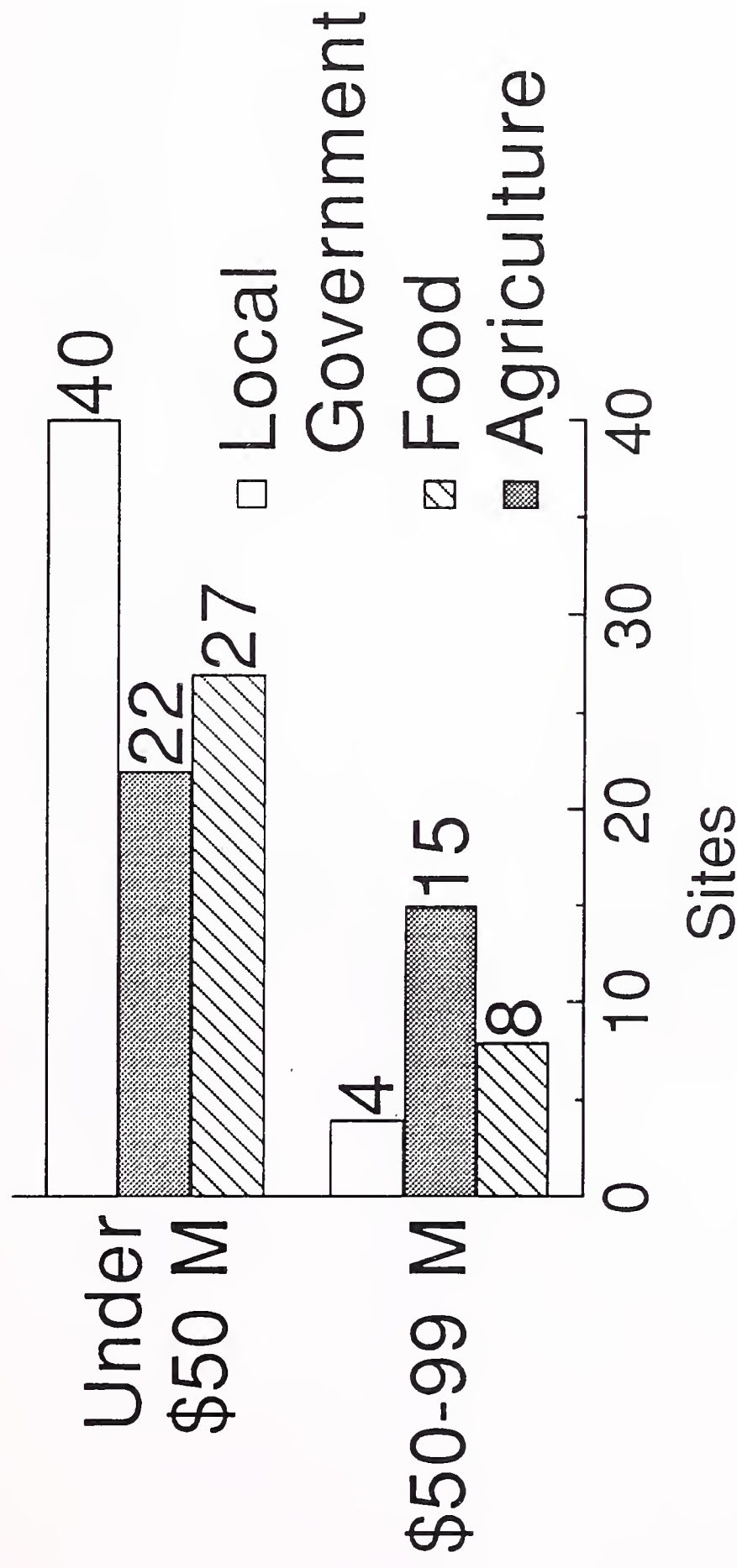
Methodology

Interviews

- Telephone interviews of higher end sites. Respondents predominantly manager/director level; IS heads
- Focus on market growth trends and product/service opportunities

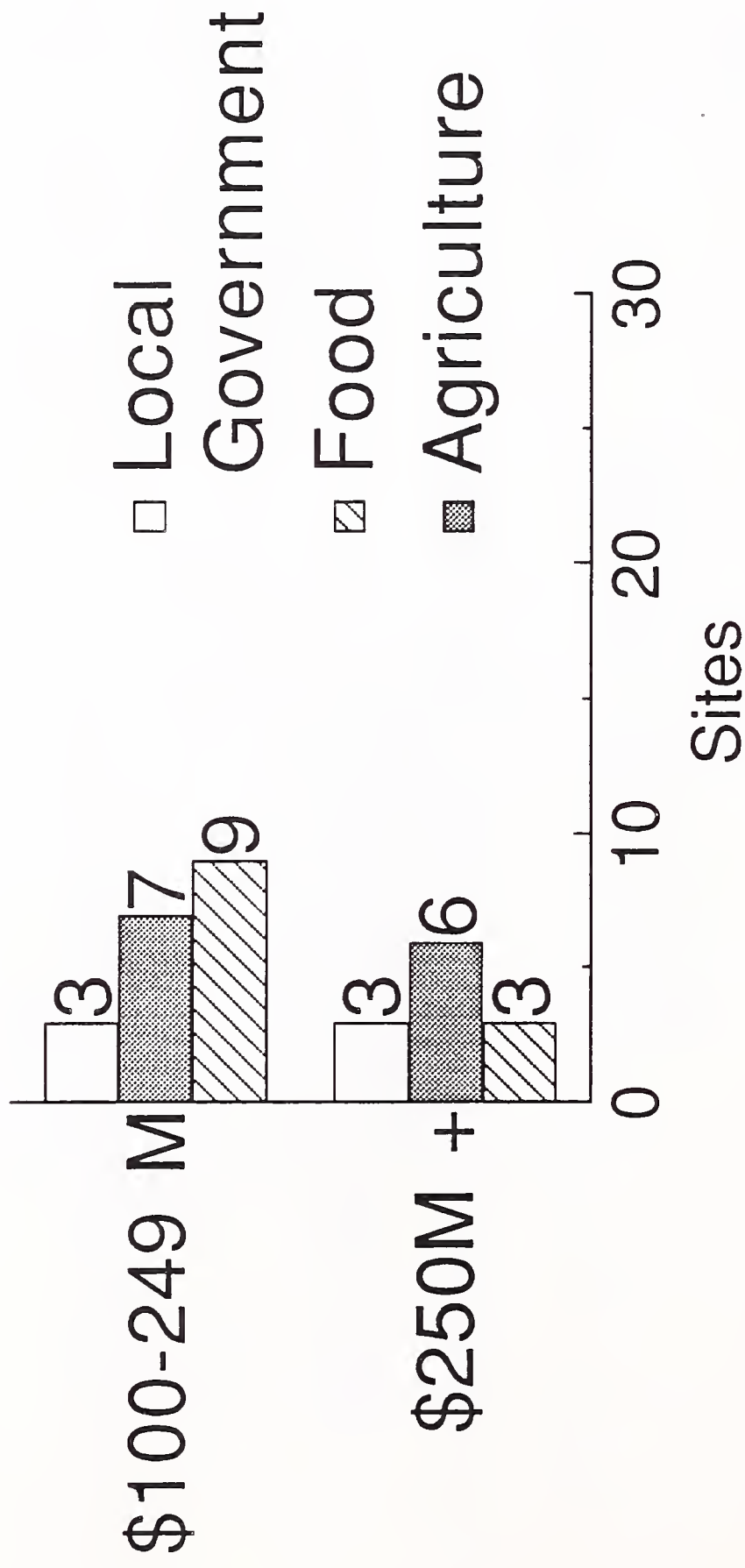
Demographics

Revenues



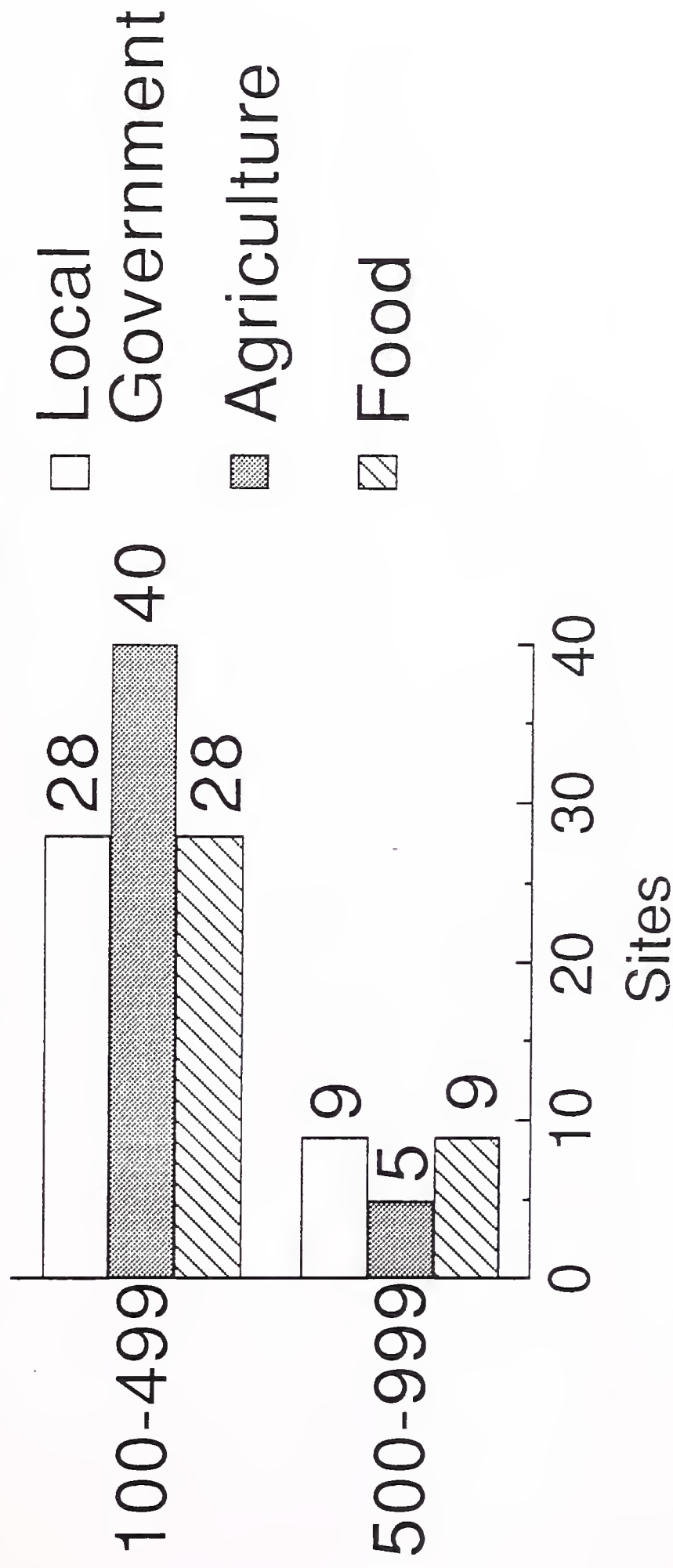
Demographics

Revenues



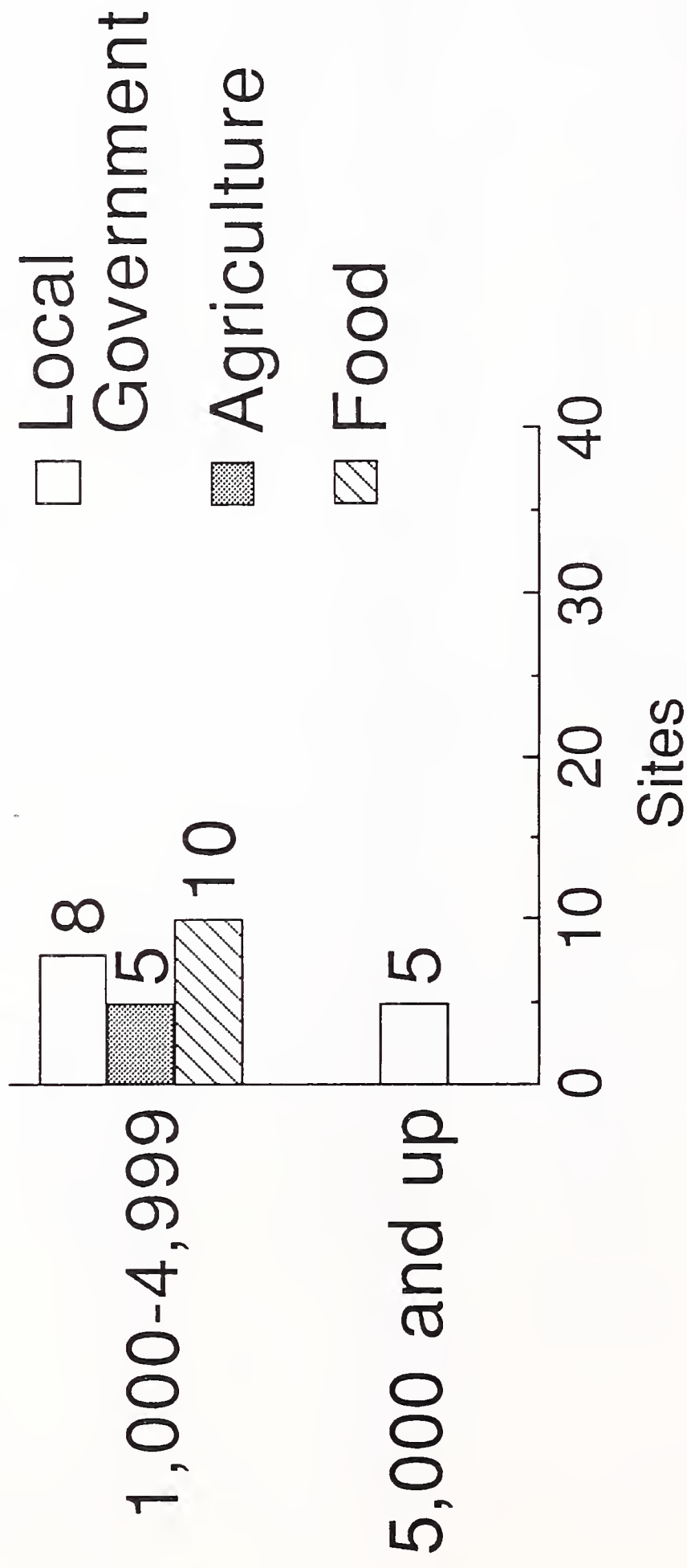
Demographics

Employee Headcount



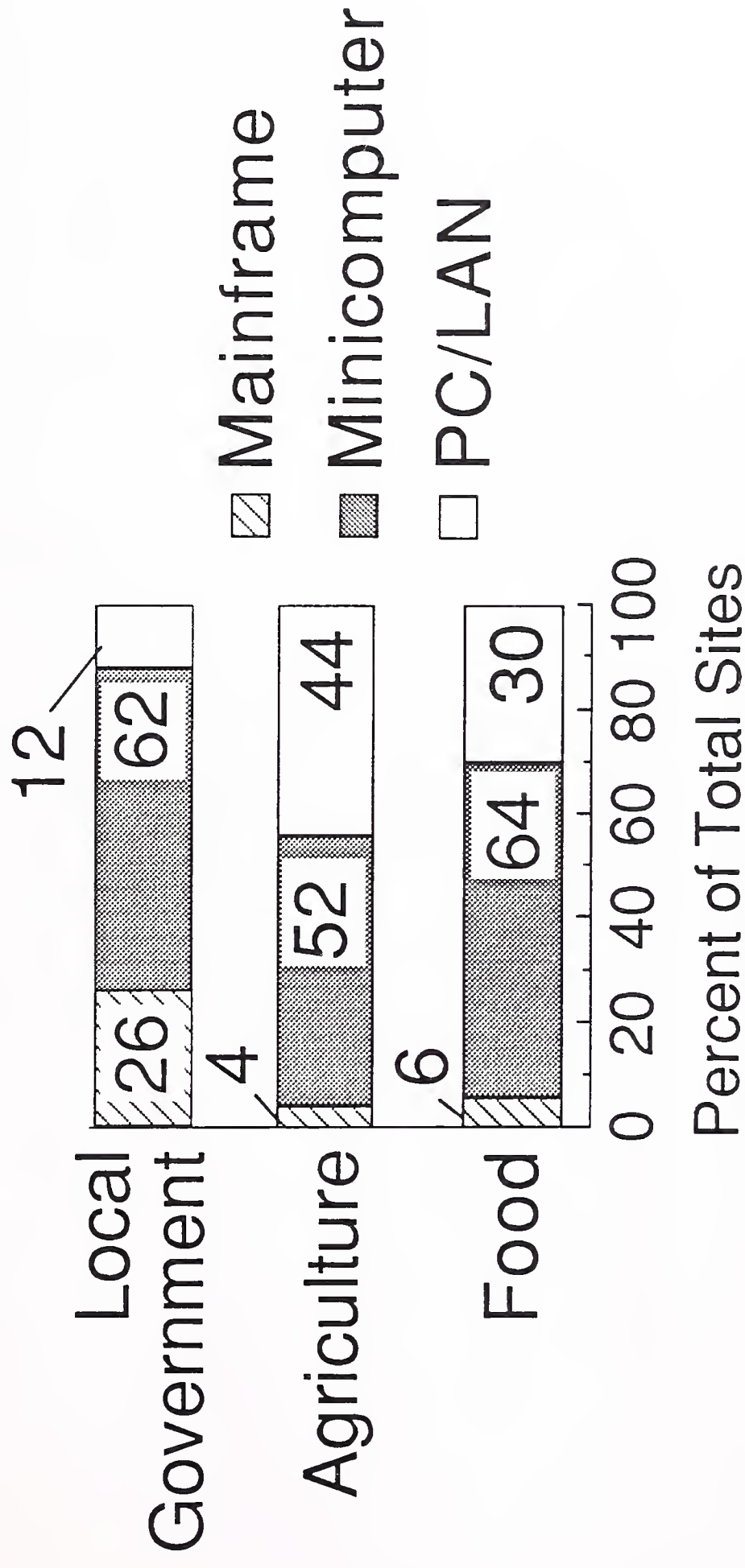
Demographics Industry Comparison

Employee Headcount



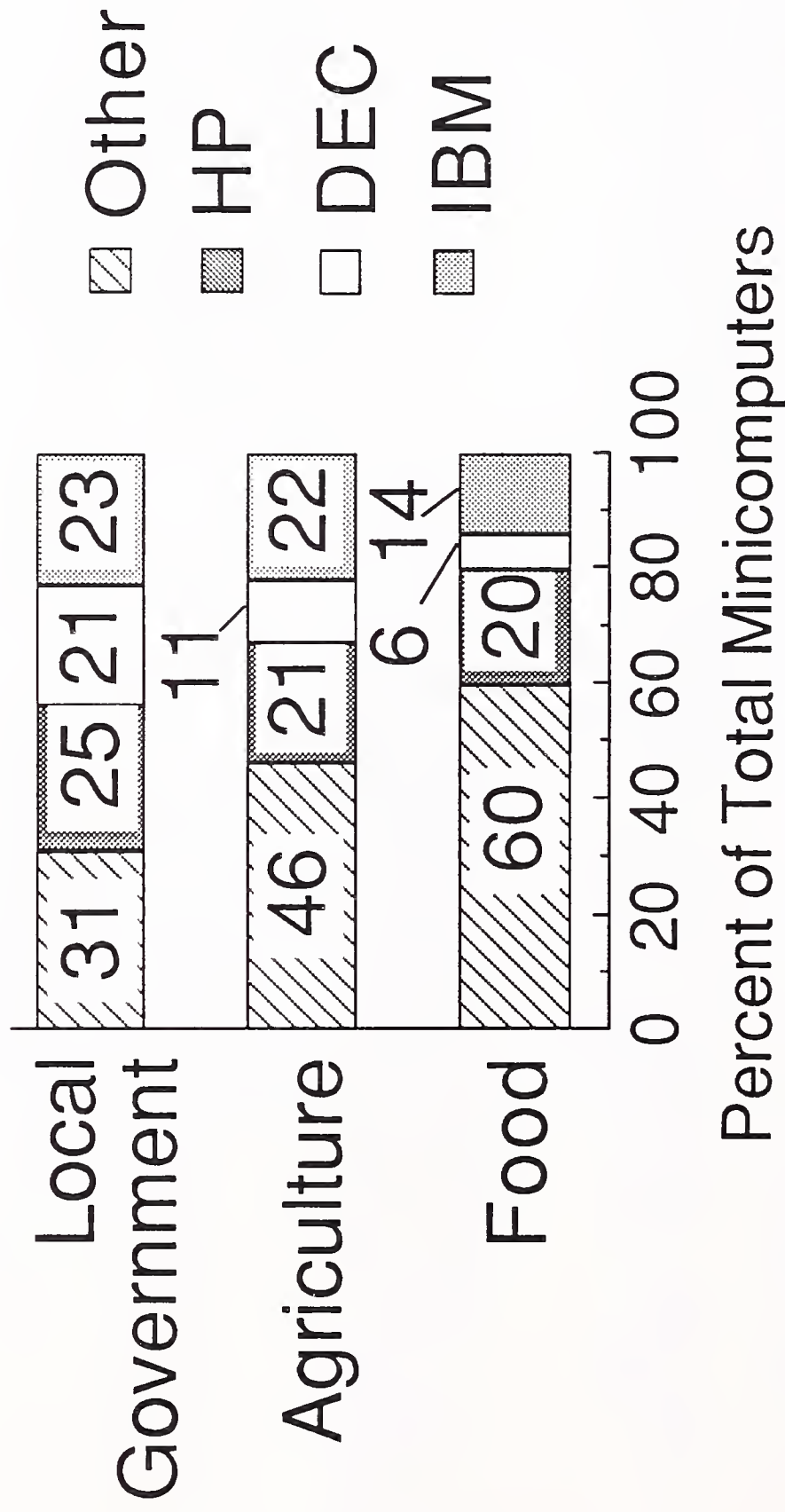
Demographics

High-End Hardware Platforms



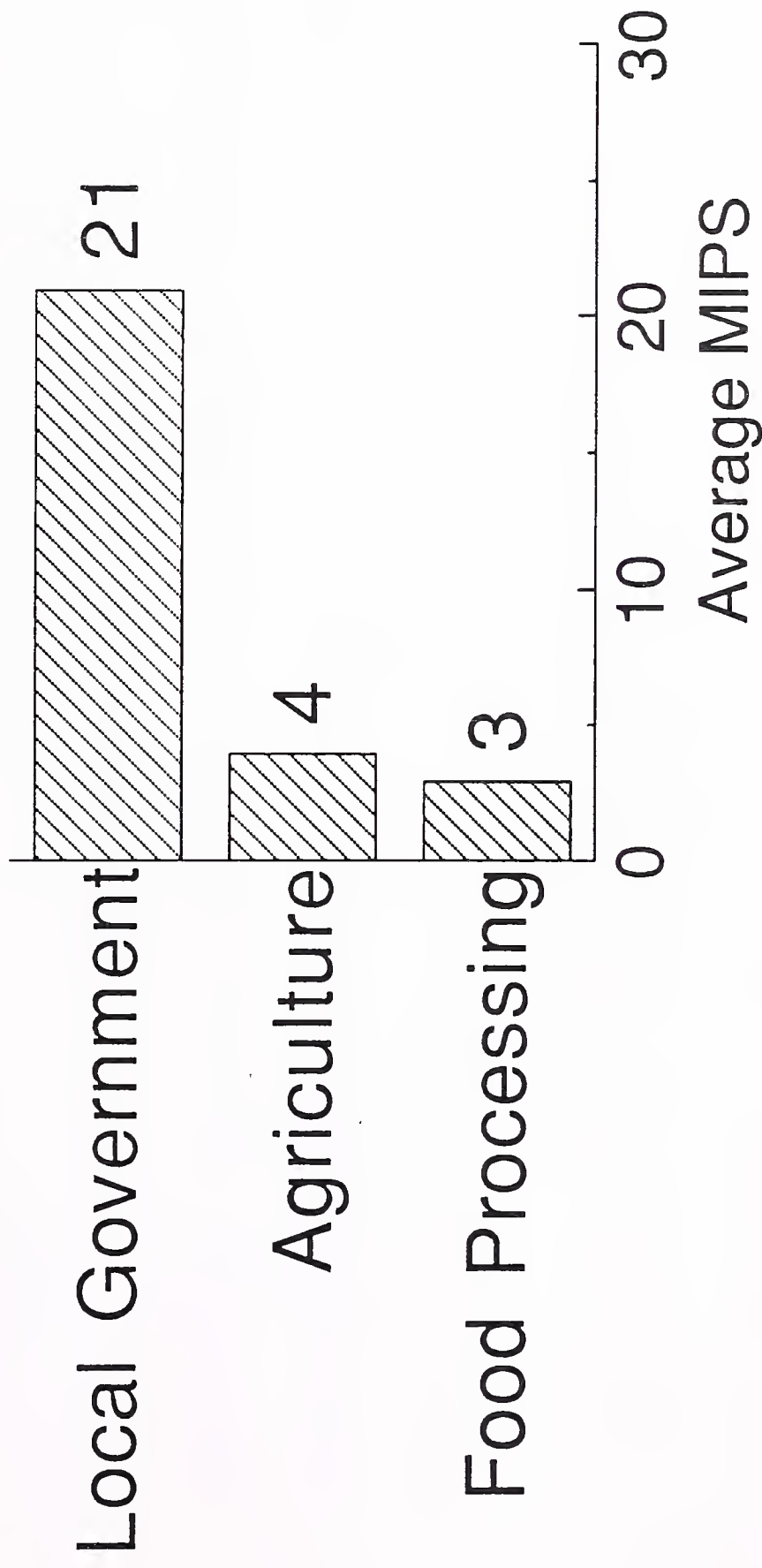
Demographics Industry Comparison

Minicomputer Vendors



Demographics

Computing Resources



Demographics

Computing Resources



Demographics

Conclusions

- The three industry groups are similar in terms of number of sites, revenues, and employee headcount

Demographics

Conclusions

- Trading area characteristics
 - A few medium-to-large organizations; lots of small shops; family businesses (especially agriculture)

Demographics

Conclusions

- Trading area characteristics
 - Ag/food subject to seasonal business cycles; high number of temporary workers
 - Hardware dominated by minis; PC/LANs heavy in agriculture

Demographics

Conclusions

- Trading area characteristics
 - Low number of mainframes, except in larger local government organizations, especially counties

Demographics

Conclusions

- Trading area characteristics
 - Larger IS operations have heterogeneous hardware environments

Demographics

Conclusions

The level of computing resources differentiates the industry groups

	Local Gov't	Agri/Food
High-End Platform (Percent)	Mini (62) Mainframe (26)	Mini (58) PC/LAN (37)

Demographics

Conclusions

The level of computing resources differentiates the industry groups

	Local Gov't	Agri/Food
Average MIPs	21	4

Demographics

Conclusions

The level of computing resources differentiates the industry groups

	Local Gov't	Agri/Food
Average # Workstations		
• Local	218	60
• Remote	196	23

Interviews

Key Respondents—Local Gov't

Counties:

El Dorado

Fresno

Kern

Sacramento

San Joaquin

Stanislaus

Interviews

Key Respondents—Local Gov't

School Districts: City of Sacramento
Schools

County of Fresno
Schools

Interviews

Key Respondents—Local Gov't

Cities: Clovis

Merced

Ridgecrest

Sacramento

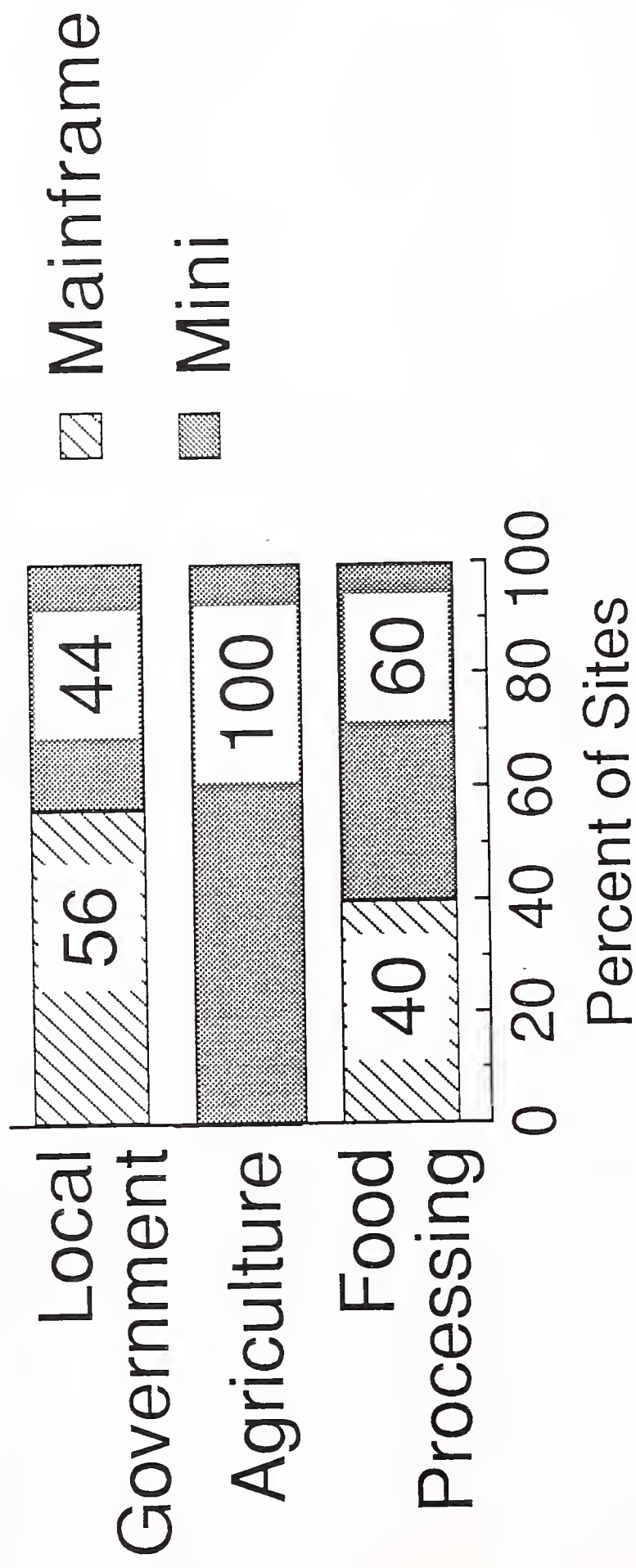
Interviews

Key Respondents Agriculture/Food Processing

- Crystal Cream and Butter
- E & J Gallo Winery
- Sun Diamond Growers
- Sunsweet Growers

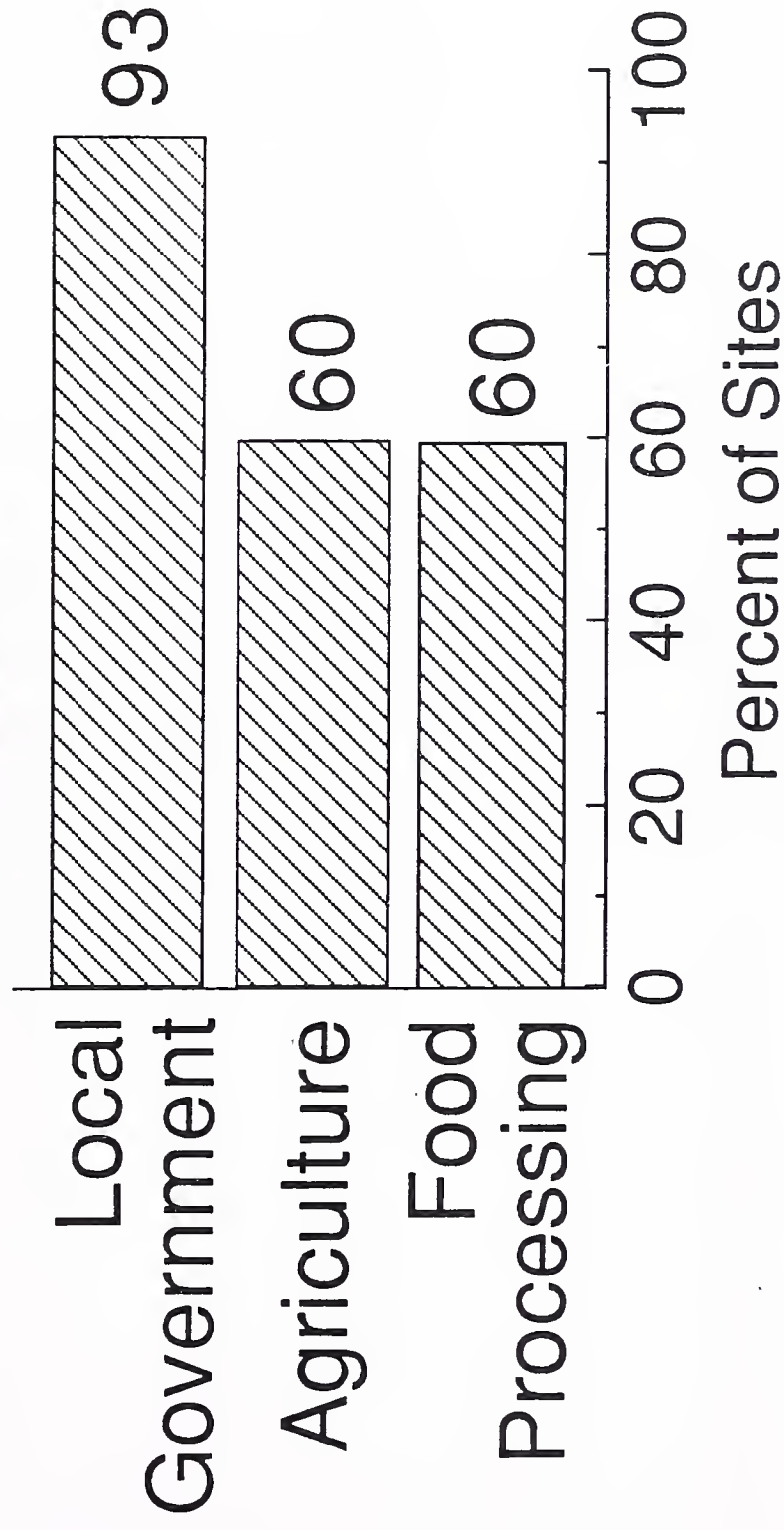
Interviews

High-End Hardware Platform



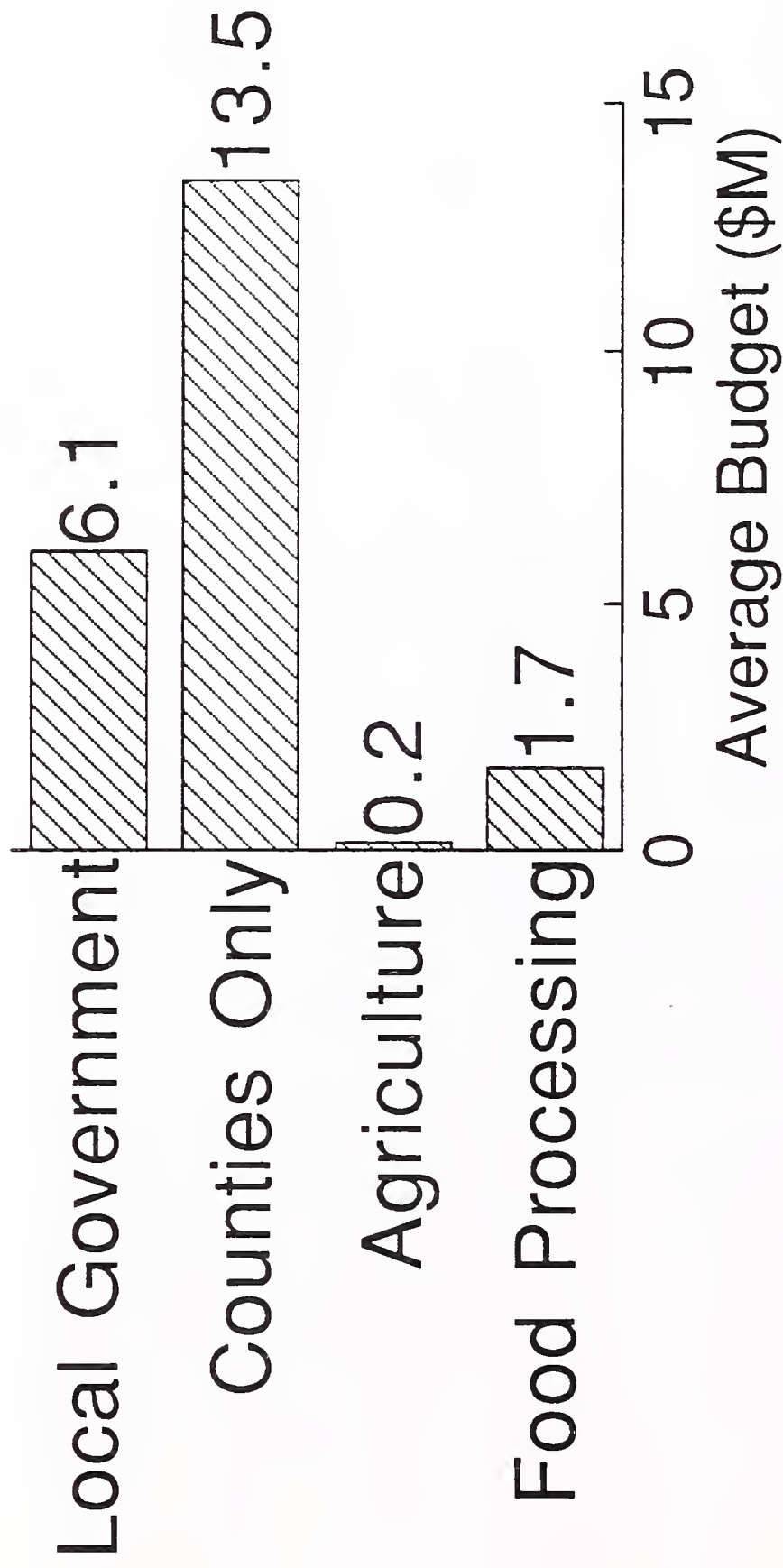
Interviews

Sites with Local-Area Networks



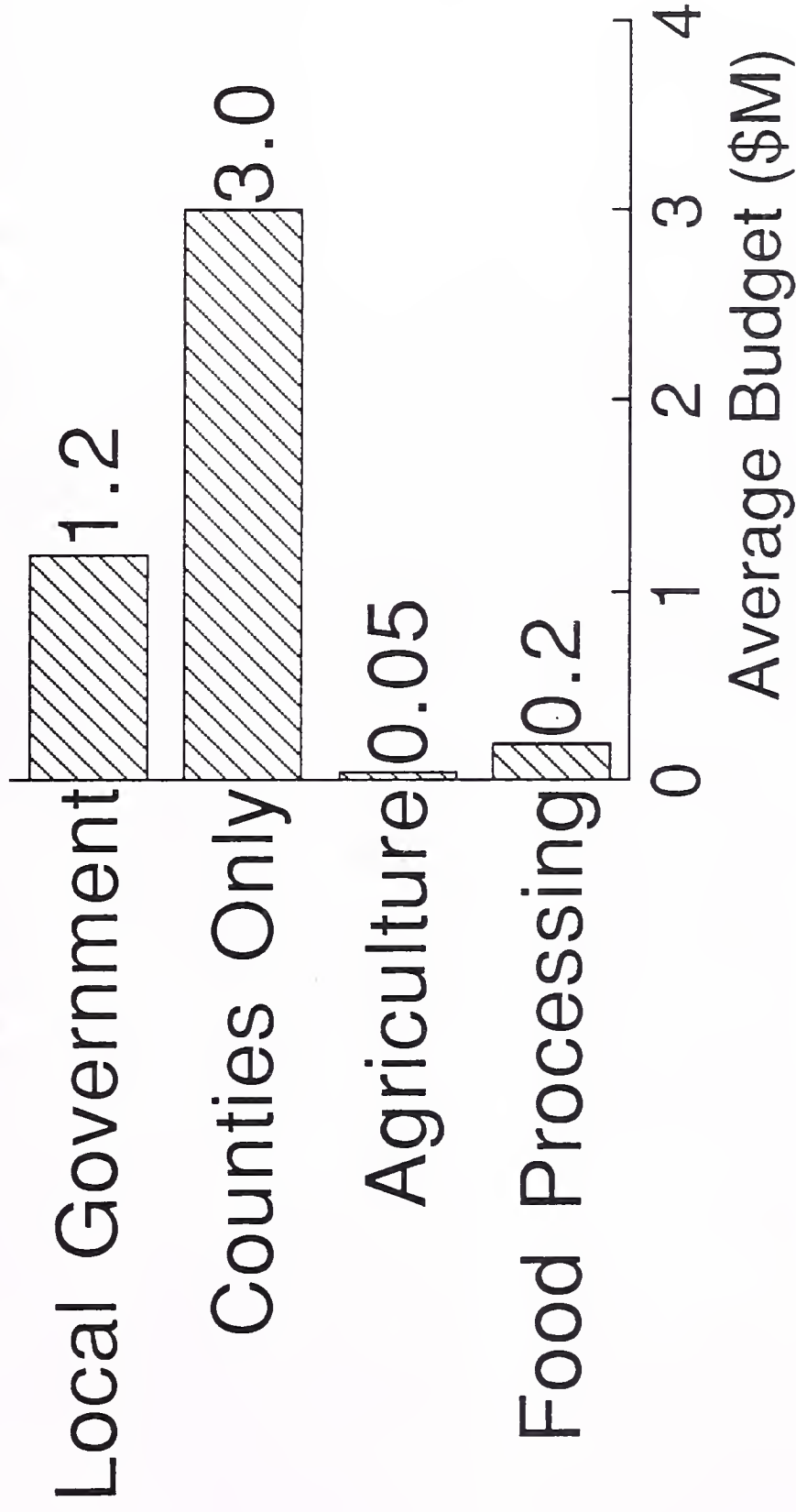
Interviews

Information Systems Budgets



Interviews

Budgets for Outside Software and Services

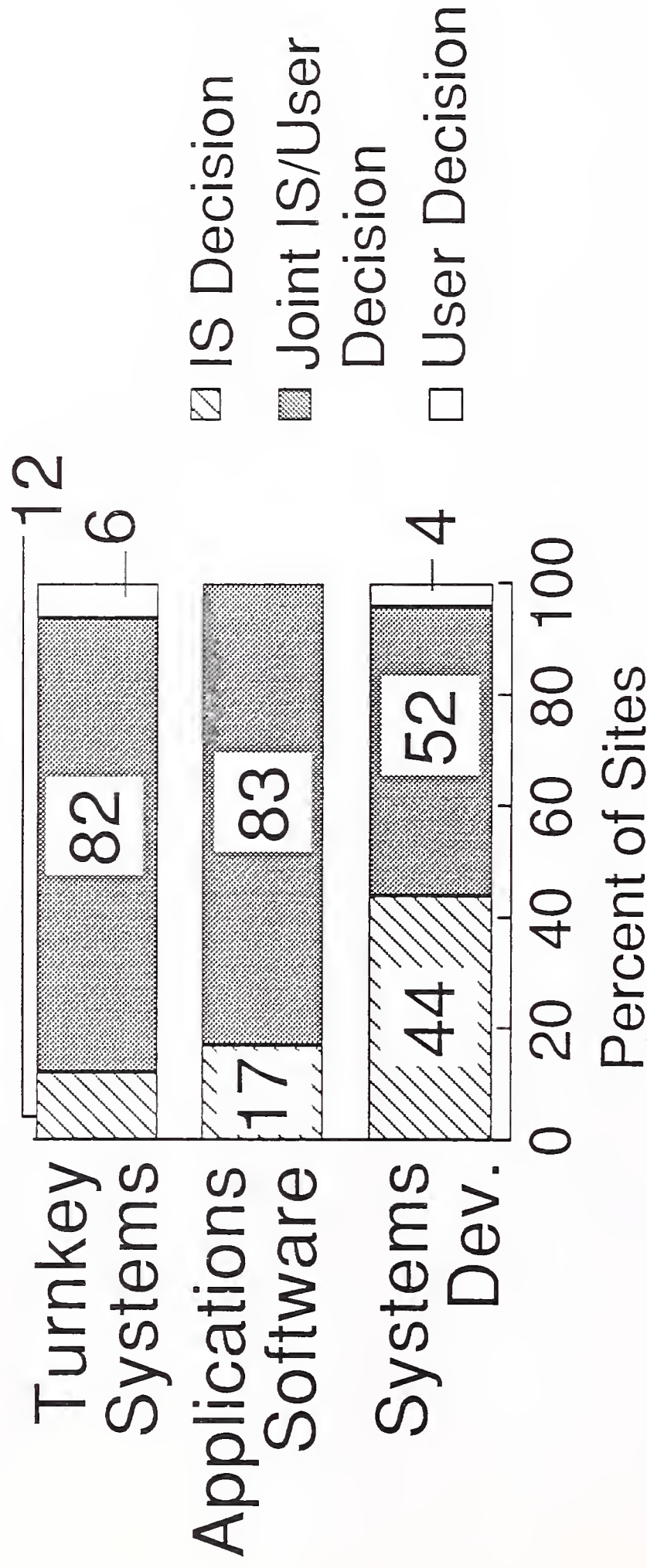


YWSA1-42

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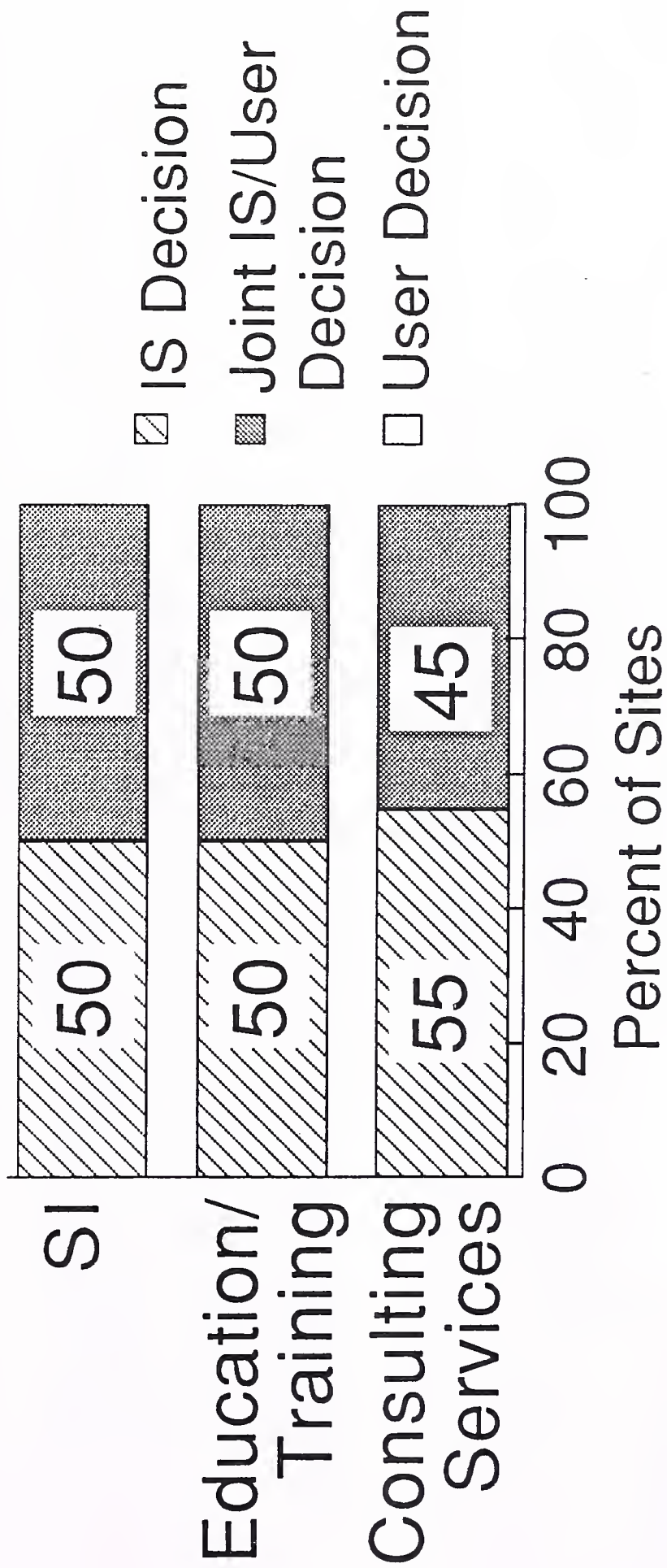
Interviews

Information Services Buying Decisions



Interviews

Information Services Buying Decisions

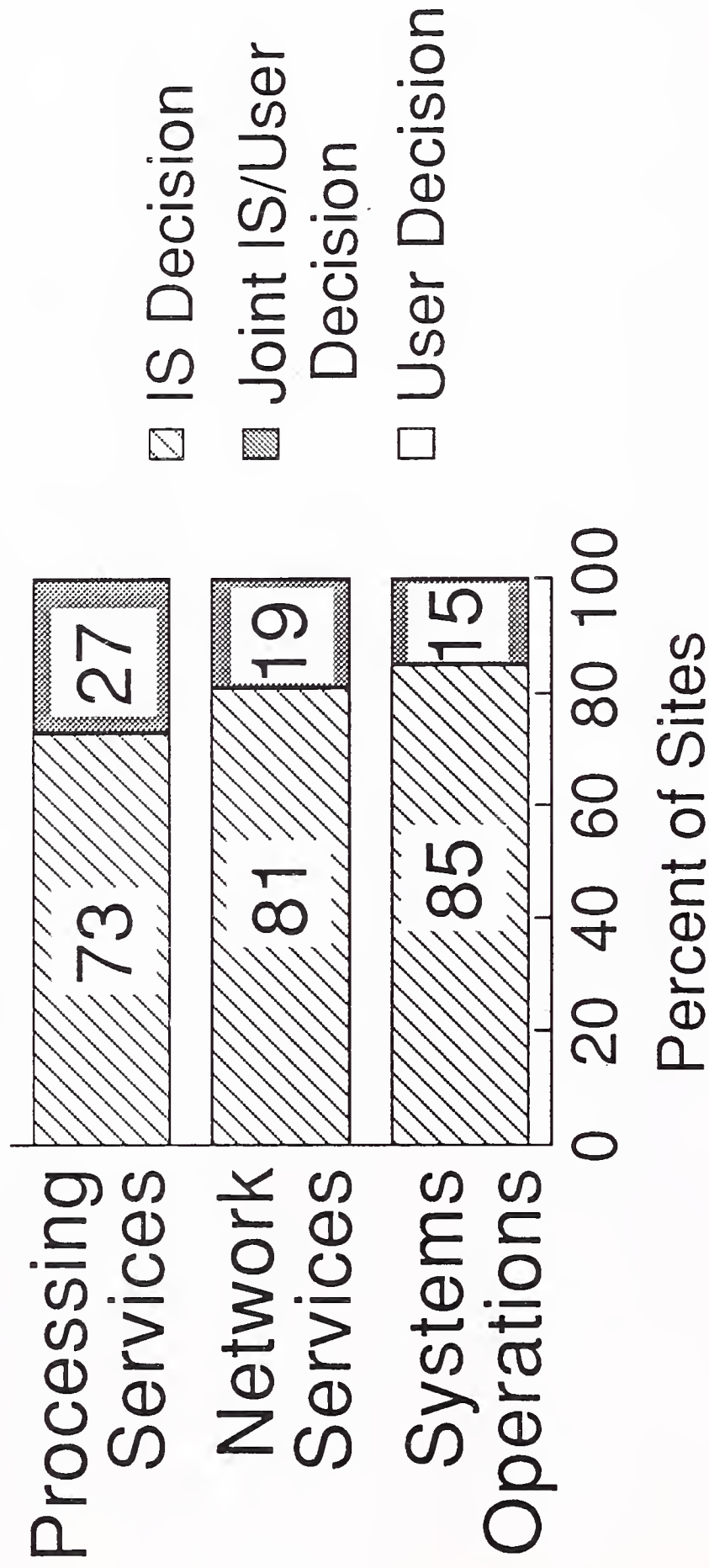


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Interviews

Information Services Buying Decisions



YWSA1-45

Information Services Purchases—User Influence

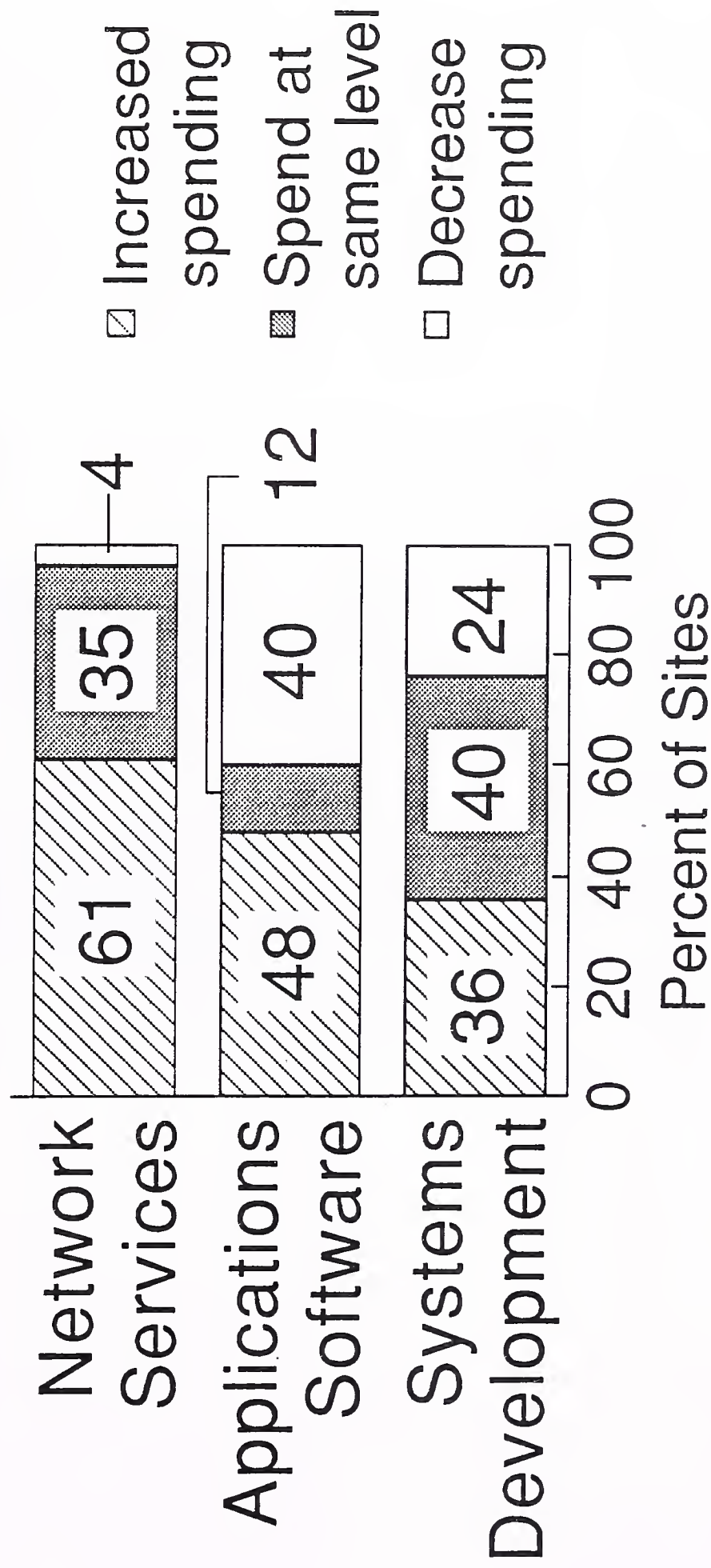
- Predominantly joint decisions
 - Applications software
 - Turnkey systems
- Joint decisions in $\approx 50\%$ of sample
 - Systems integration
 - Professional services

Information Services Purchases—User Influence

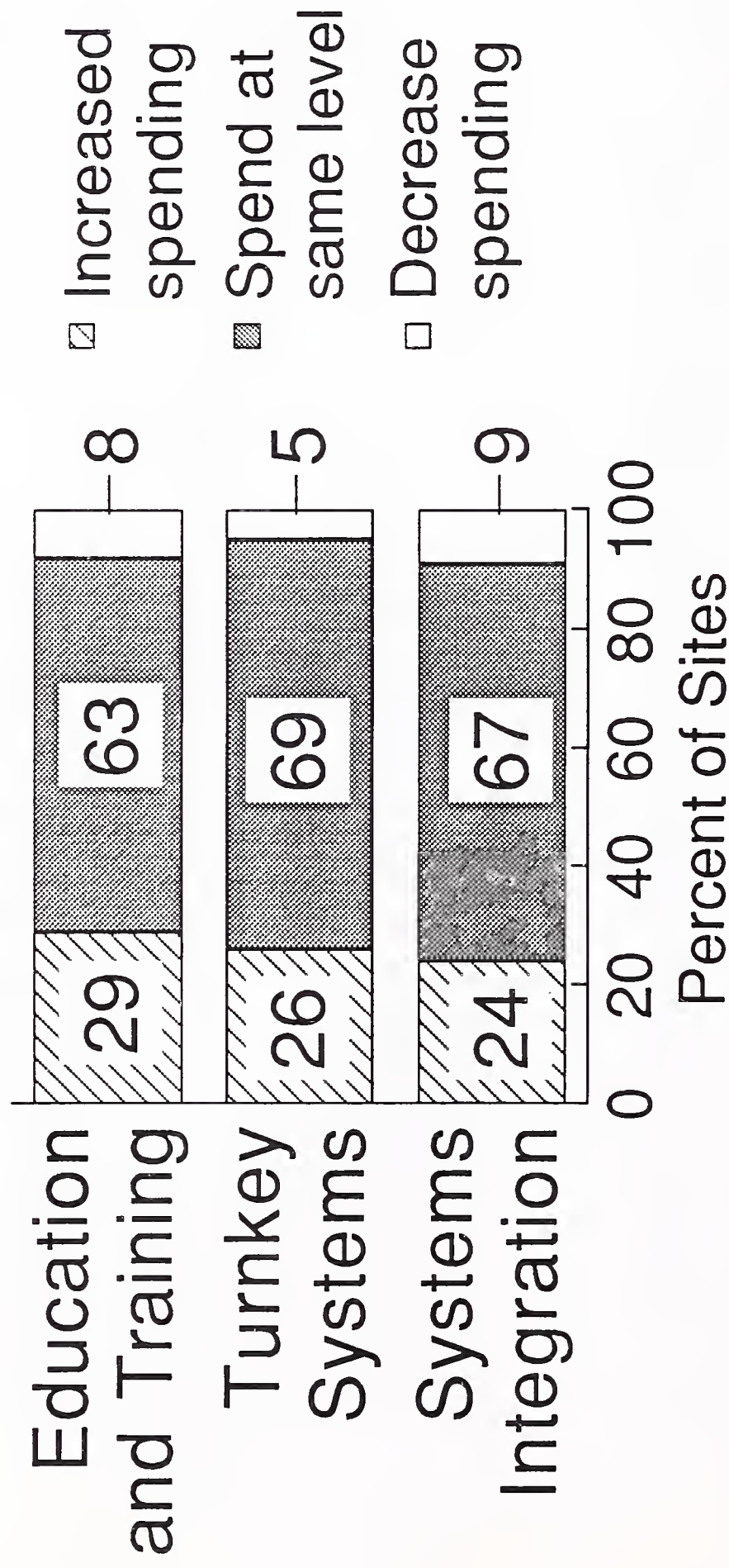
- IS predominates
 - Systems operations
 - Network services
 - Processing services

3-Year Outlook

Products/Services Market Growth Trends

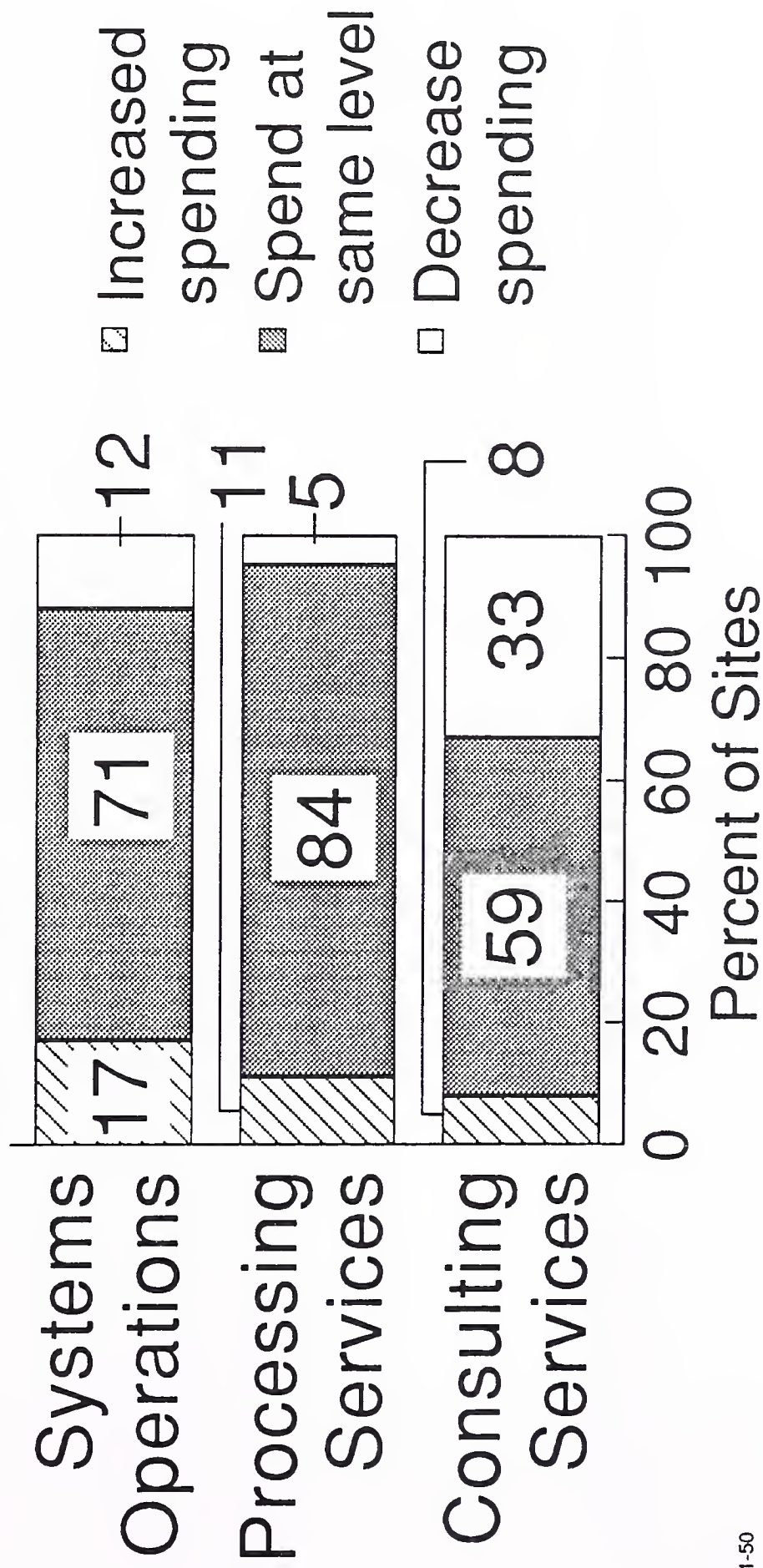


3-Year Outlook Products/Services Market Growth Trends



3-Year Outlook

Products/Services Market Growth Trends



YWSA1-50

Market Growth—Observations

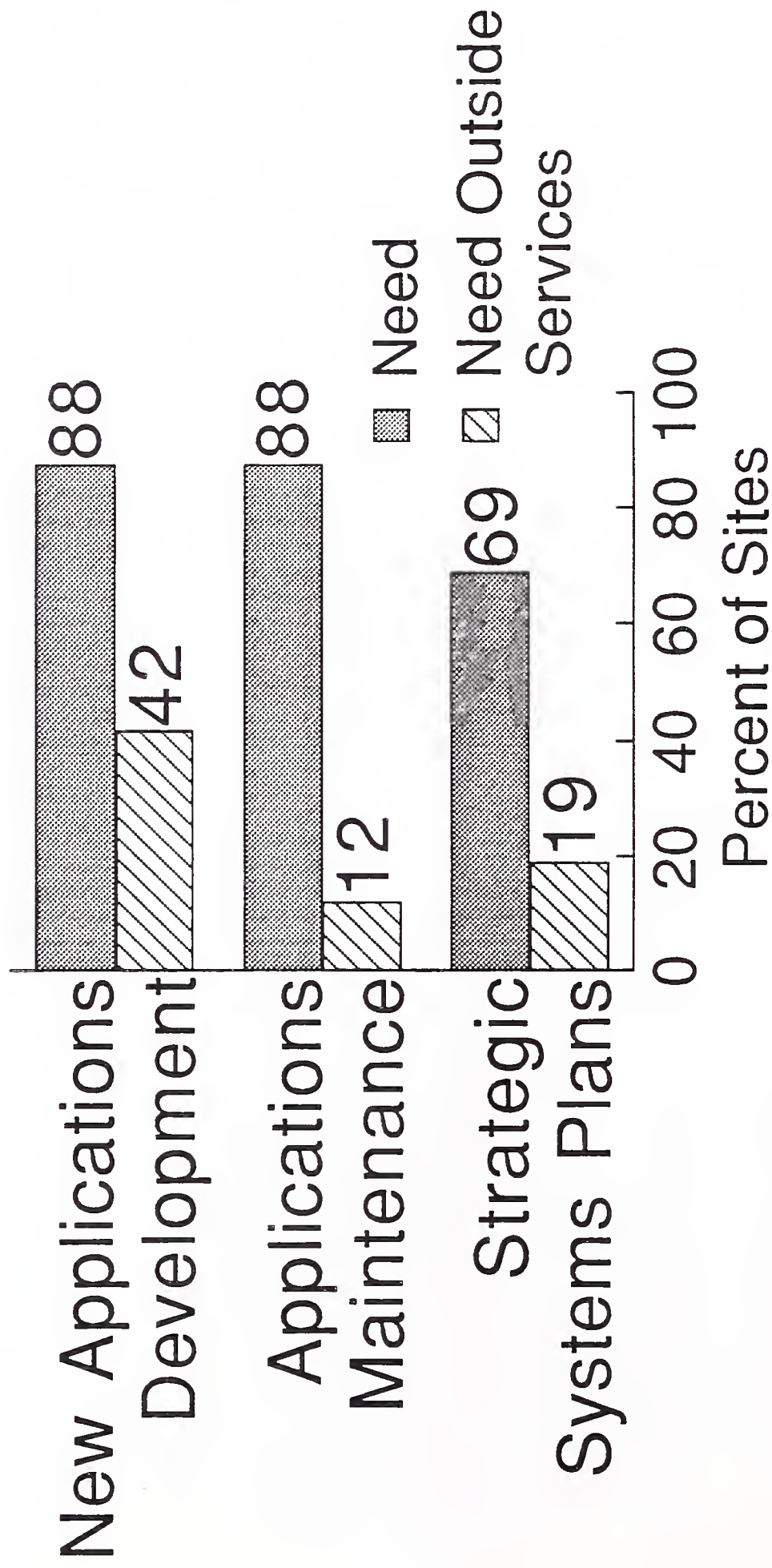
Network services Applications software Systems development	Highest growth areas
Applications software Consulting services System development	Most vulnerable to cutbacks

Market Growth—Observations

Systems integration	Relatively little activity
Education and training	Affected somewhat by slow economy, but is required to support implementation of new technologies

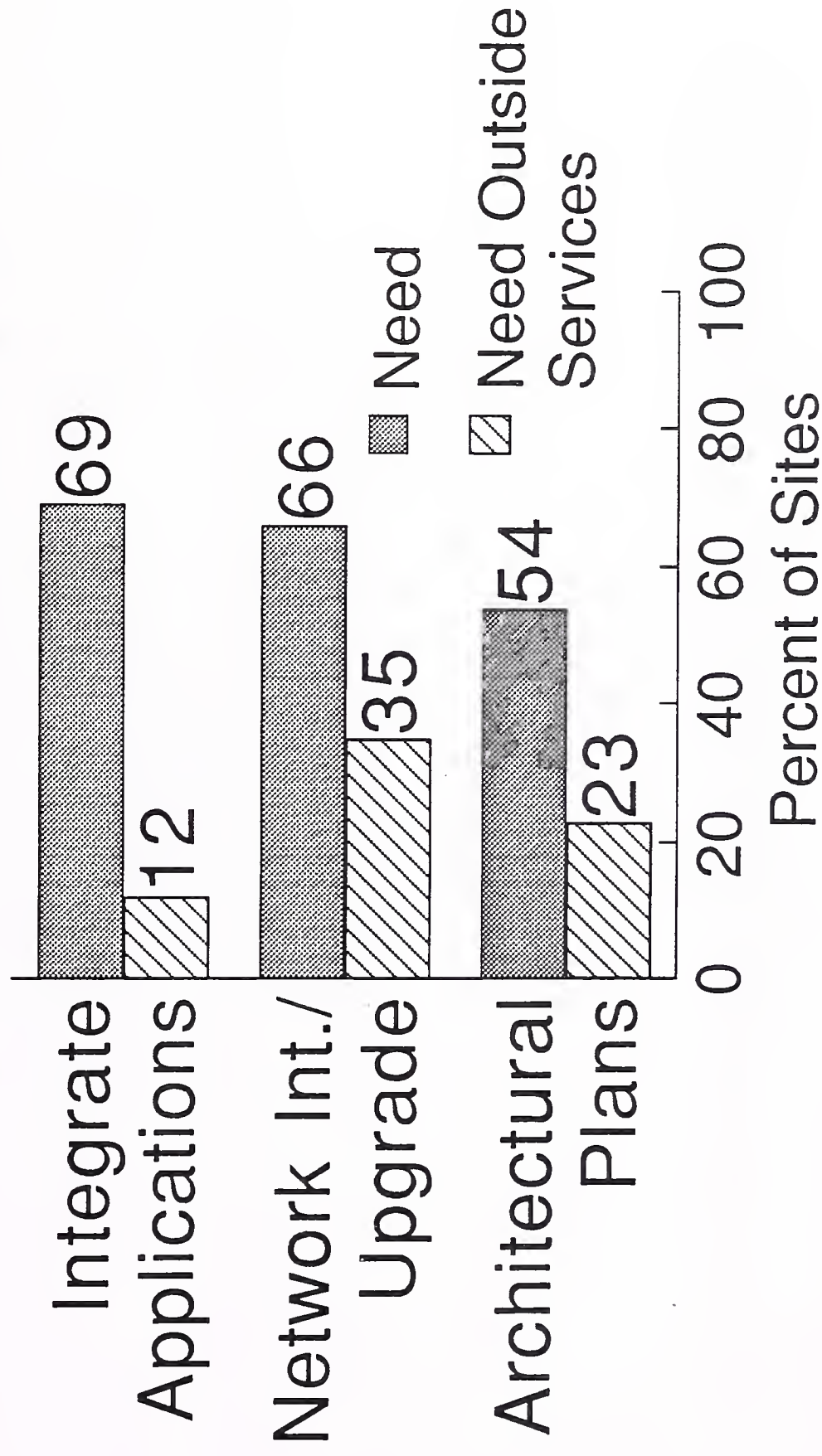
3-Year Outlook

Product/Services Needs



3-Year Outlook

Product/Services Needs

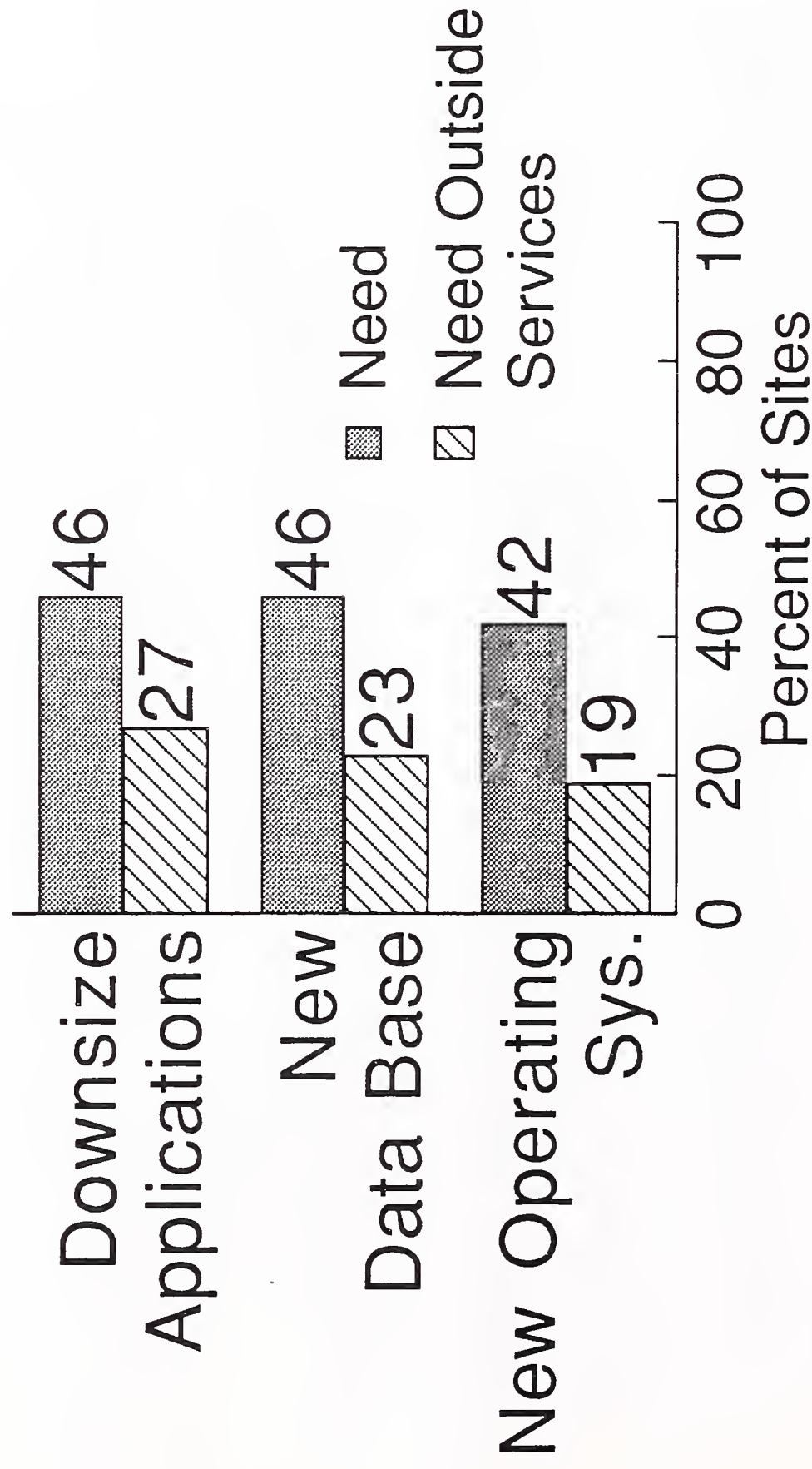


YWSA1-54

INPUT

3-Year Outlook

Product/Services Needs



Top Product/Services Needs

1. Develop new applications
2. Network integration/upgrades
3. Downsize applications
4. Architectural planning
New data base

Significant Projects Planned Through 1994

- Local government
 - Financial systems
 - Geographic Information Systems
 - Criminal Justice Systems
 - Network expansion or LAN-based systems

Significant Projects Planned Through 1994

- Agriculture/Food
 - Process manufacturing systems
 - Financial systems

Leading Vendors by Delivery Mode

Delivery Mode	Vendors	Percent*
Systems integration	1. IBM 2. Other hardware vendors (DEC, HP, Unisys) 3. Big 6 (Andersen, Deloitte)	53

*Percent mentions for all leaders combined

Leading Vendors by Delivery Mode

Delivery Mode	Vendors	Percent*
Consulting services	1. Andersen, Deloitte, Independents 2. IBM	34
Systems development	1. Prostar/Prodata 2. Telos	40

*Percent mentions for all leaders combined

YWSA1-60

INPUT

Leading Vendors by Delivery Mode

Delivery Mode	Vendors	Percent*
Education and training	1. IBM 2. Automated Training Systems	48
Network services	1. AT&T 2. Pac Bell, HP	47

*Percent mentions for all leaders combined

Leading Vendors by Delivery Mode

Delivery Mode	Vendors	Percent*
Processing services	1. TRW (fiche) 2. Other fiche vendors 3. Payroll services (ADP, The Payroll People)	67

*Percent mentions for all leaders combined

YWSA1-62

INPUT

Leading Vendors by Delivery Mode

Delivery Mode	Vendors	Percent*
Applications software	1. D&B 2. HTE, INSLAW, Integral, Marcam, Microsoft, "shareware"	43

*Percent mentions for all leaders combined

Vendor Selection Criteria

Product/Svc.	Primary Factor	Sec. Factor
SI	Technical expertise	Reputation
SO	Price	Reputation
Consulting	Industry expertise	Reputation
Sys. Dev.	Industry expertise	Reputation
Education/ Training	Technical expertise	Price

YWSA1-64

INPUT

Vendor Selection Criteria

Product/Svc.	Primary Factor	Sec. Factor
Network services	Technical expertise	1. Technical expertise 2. Reputation
Processing services	Price	Price/ technical expertise

Vendor Selection Criteria

Product/Svc.	Primary Factor	Sec. Factor
Applications software	Functionality	Price
Turnkey systems	Functionality	Price

YWSA1-66

INPUT

Interviews

Conclusions

- Interviews bear out potential in local government, especially counties:
 - 100% of counties have mainframes, vs. 20% for rest of sample
 - Counties average \$13.5M IS budget; \$3M services budget vs. \$1.5M IS; \$.2M services for rest of sample

Interviews

Conclusions

- Buying decisions increasingly involve users, especially for applications-related projects

YWSA1-68

INPUT

Interviews

Conclusions

- Market growth
 - Fastest in network services
 - Greatest services needs in new applications development, network services, downsizing applications
 - Most common major projects include GLS and law enforcement (gov't); financial systems (all sectors)

Recommendations

- Solution packages built around
 - Network services
 - Downsizing
 - Applications software
 - Application dev./maint.
 - Education and training
 - Strategy/architecture planning (entrée)

YWSA1-70

INPUT

Recommendations

- Focus on key applications
 - Geographic Information Systems
 - Criminal Justice/Public Safety
 - Process manufacturing
 - Financial systems

Recommendations

- Focus on key technologies:
 - Imaging
 - Client/server
 - Heterogeneous computing
 - Downsizing

Appendix

CONFIDENTIAL
User Questionnaire - YWSA1, Local Government - Agriculture

DEMOGRAPHICS

1.1 Could you please give me your title?

1.2 Are you primarily a user of information systems or a provider?
____ User
____ Provider

1.3 Which of the following best describes your firm's (institution's) line of business?
____ City Government
____ County Government
____ Other Government _____
____ Agricultural Production
____ Agricultural Services
____ Other Agricultural _____
____ Food Processing _____

1.4 Which of the following best describes your computing environment?
____ Mainframe with dumb workstations or connected PCs
____ Minicomputers with dumb workstations or connected PCs
____ Minicomputers dedicated to specific applications
____ Local area or wide area networks supporting minis/PCs
____ Other _____

Who are your primary hardware suppliers for each of the following classes of hardware?

1.5 _____

Mainframes

1.6 _____

Mini-Computers

1.7 _____

PCs/Workstations

BUDGET/OUTSIDE EXPENDITURES

- 2.1 Approximately what is your firm's overall annual budget for information systems?
_____ (000's)
- 2.2 Do you currently outsource all or part of your data processing operations to an outside firm?
_____ Y/N
- 2.3 If so, with whom? _____
- 2.4 Could you please estimate what percentage of the firm's (institution's) total annual budget for information systems is spent on outside services such as, systems development or contract programming, applications software, turnkey systems, systems integration, consulting, systems operations, and education and training.
_____ %

BUYING DECISIONS FOR SERVICES

I'd like to get a feeling for who is involved in making the decisions involving the selection of vendors for certain classes of services. For each of the classes of service that I'll list, please indicate whether MIS is the primary decision maker (1), the user (2) or whether the decision is made jointly (3).

	1/2/3	FUNCTION	DEFINITIONS/PROMPT
2.5		Systems Integration	One time contracts where the vendor assumes responsibility for the complete design and implementation of a finished system.
2.6		Systems Operations	Long term contracting for the operation and management of all or a significant portion of the user's IS function/operation.
2.7		Consulting Services	Utilization of high level consultants to develop IS/business strategy, plans, conceptual design, etc.
2.8		Systems Development	Contracting for professional services to support implementation. (Detailed design, project management, code development, etc.)
2.9		Education & Training	Course design or delivery for users or IS staff on such topics as new systems, technologies, etc.
2.10		Network Services	Enhanced processing capabilities provided as value added functional capability on a network (VAN).
2.11		Processing Services	Transaction processing, utility processing or other processing services such as COM, CD preparation, etc.
2.12		Applications Software	Purchased/licensed software which enables a user or group of users to carry out operational or administrative processes.
2.13		Turnkey Systems	Of the shelf packaged solutions, bundling hardware/software and installation services.

Comments:

PRODUCT SERVICE GROWTH INDICATORS

I would also like to have your opinion on whether you see outside expenditures for those same classes of products and services in your firm (institution) increasing (I), decreasing (D) or remaining flat (R) over the next 3 years, and by what percentage per year.

	I/D/R (a)	% (b)	FUNCTION	DEFINITIONS/PROMPT
3.1			Systems Integration	One time contracts where the vendor assumes responsibility for the complete design and implementation of a finished system.
3.2			Systems Operations	Long term contracting for the operation and management of all or a significant portion of the user's IS function/operation.
3.3			Consulting Services	Utilization of high level consultants to develop IS/business, strategy, plans, conceptual design, etc.
3.4			Systems Development	Contracting for professional services to support implementation. (Detail design, project management, code development, etc.)
3.5			Education & Training	Course design or delivery for users or IS staff on such topics as new systems, technologies, etc.
3.6			Network Services	Enhanced processing capabilities provided as value added functional capability on a network (VAN).
3.7			Processing Services	Transaction processing, utility processing or other processing services such as COM, CD preparation, etc.
3.8			Applications Software	Purchased/licensed software which enable a user or group of users to carry out operational or administrative processes.
3.9			Turnkey Systems	Off-the-shelf packaged solutions, bundling hardware/software and installation services.

Comments:

REQUIREMENTS FOR OUTSIDE PRODUCTS/SERVICES

For each of the types of systems requirements I'm about to mention please indicate whether your firm (institution) is: (a) Likely to need to fill that requirement over the next three years (Y/N); and if so, (b) Whether it is likely to look outside for software and services to assist in meeting the requirement? (Y/N).

	NEED (a)	OUT(b)	SYSTEMS REQUIREMENT
4.1			Developing Strategic Systems Plans
4.2			Developing Architectural Plans
4.3			Developing New Applications
4.4			Maintaining Existing Applications
4.5			Integrating Existing Applications
4.6			Downsizing of Existing Applications
4.7			Migrating to New Operating Systems
4.8			Migrating to New Data Base Environments
4.9			Integrating or Upgrading Networks

4.10 Could you please identify any significant specific projects that your firm (institution) anticipates undertaking during the next three year period?

4.11 Would it be appropriate for us to identify your company and its potential needs to our client?

_____ Y/N

LEADING VENDORS

I would also like to have your opinions regarding vendors of the types of products and services we have been discussing. For each type of product or service that I mention please indicate who your firm (institution) has used or would consider using and why?

	FUNCTION	PROVIDER	WHY?
5.1	Sys. Integration		
5.2	Consulting Svcs.		
5.3	Systems Dev.		
5.4	Ed. & Training		
5.5	Network Services		
5.6	Processing Svcs.		
5.7	Apps. Soft. Prod.		
5.8	Turnkey Sys.		

Comments:

VENDOR SELECTION CRITERIA

Finally, I would like your views on the factors that your firm (institution) is likely to use in selecting a vendor for each type of service we have discussed. For each type, I'd like you to give me the number primary and secondary factors that you think would influence the buying decision.

- Factor:
- 1 - Price

2 - Reputation

3 - Industry Knowledge

4 - Technical Expertise

5 - Functional Capability of Product (TKY/SOF)

6 - Other (Explain in Comments section.)

	#1 (a)	#2 (b)	
5.6	_____	_____	Systems Integration
5.7	_____	_____	Systems Operations
5.8	_____	_____	Consulting Services
5.9	_____	_____	Systems Development
5.10	_____	_____	Education and Training
5.11	_____	_____	Network Services
5.12	_____	_____	Processing Services
5.13	_____	_____	Applications Software Products
5.14	_____	_____	Turnkey Systems

Comments (Other):

CLOSING

"Thank you for participating in our survey. We will be sending you the 'thank you' package that we discussed at the opening of the interview. If you have any additional questions regarding INPUT, its products or service, please feel free to contact us at our Mountain View office at 961-3300."

Appendix

Demographics—Hardware Vendors by Platform

Platform/Vendor	-Total-		Local -Govt.-		-Agri.-		-Food-	
	<u>Count</u>	<u>% of Total</u>	<u>Count</u>	<u>% of Total</u>	<u>Count</u>	<u>% of Total</u>	<u>Count</u>	<u>% of Total</u>
Mainframes:								
- IBM/PCM	15	79	12	86	2	100	1	33
- Other	<u>4</u>	<u>21</u>	<u>2</u>	<u>14</u>	<u>0</u>	<u>0</u>	<u>2</u>	<u>67</u>
Total Mainframes	19	100	14	100	2	100	3	100
Minicomputers:								
- IBM	50	43	16	31	13	46	21	60
- Digital	26	23	13	25	6	21	7	20
- HP	16	14	11	21	3	11	2	6
- Other	<u>23</u>	<u>20</u>	<u>12</u>	<u>23</u>	<u>6</u>	<u>21</u>	<u>5</u>	<u>14</u>
Total Minicomputers	115	100	52	100	28	100	35	100
PC/LANs*								
- IBM/compatible	105	85	38	78	32	86	35	95
- Apple	9	7	8	16	1	3	0	0
- Other	<u>9</u>	<u>7</u>	<u>3</u>	<u>6</u>	<u>4</u>	<u>11</u>	<u>2</u>	<u>5</u>
Total PC/LANs	123	100	49	100	37	100	37	100

* Counts for PC/LANs reflect implementations of 3+ workstations.

Note: Numbers may not add due to rounding.

Appendix

Interviews—Hardware Vendors by Platform

	-Total-		Local -Govt.-		-Agri.-		-Food-	
Platform/Vendor	<u>Count</u>	<u>% of Total</u>	<u>Count</u>	<u>% of Total</u>	<u>Count</u>	<u>% of Total</u>	<u>Count</u>	<u>% of Total</u>
Mainframes:								
- IBM/PCM	10	83	9	90	0	0	1	50
- Other	<u>2</u>	<u>17</u>	<u>1</u>	<u>10</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>50</u>
Total Mainframes	12	100	10	100	0	0	2	100
Minicomputers:								
- IBM	13	42	8	38	3	60	2	40
- Digital	8	26	4	19	2	40	2	40
- HP	5	16	4	19	0	0	1	20
- Other	<u>5</u>	<u>16</u>	<u>5</u>	<u>24</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Minicomputers	31	100	21	100	5	100	5	100
PC/LANs:								
- IBM/compatible	19	79	13	81	4	80	2	67
- Apple	1	4	1	6	0	0	0	0
- Other/unspecified	<u>4</u>	<u>17</u>	<u>2</u>	<u>13</u>	<u>1</u>	<u>20</u>	<u>1</u>	<u>33</u>
Total PC/LANs*	24	100	16	100	5	100	3	100

*Counts for PC/LANs reflect implementations of 3+ workstations.

About INPUT

INPUT provides planning information, analysis, and recommendations for the information technology industries. Through market research, technology forecasting, and competitive analysis, INPUT supports client management in making informed decisions.

Subscription services, proprietary research/consulting, merger/acquisition assistance, and multiclient studies are provided to users and vendors of information systems and services. INPUT specializes in the software and services industry which includes software products, systems operations, processing services, network services, systems integration, professional services, turnkey systems, and customer services. Particular areas of expertise include CASE analysis, information systems planning, and outsourcing.

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